

# Memorandum

TO : Director of Training

DATE: 22 June 1965

FROM : Chief, Plans and Policy Staff

SUBJECT: Weekly Activities Report  
2 - 22 June 1965

In addition to all members of the Plans and Policy Staff, the following have read Headquarters [REDACTED]

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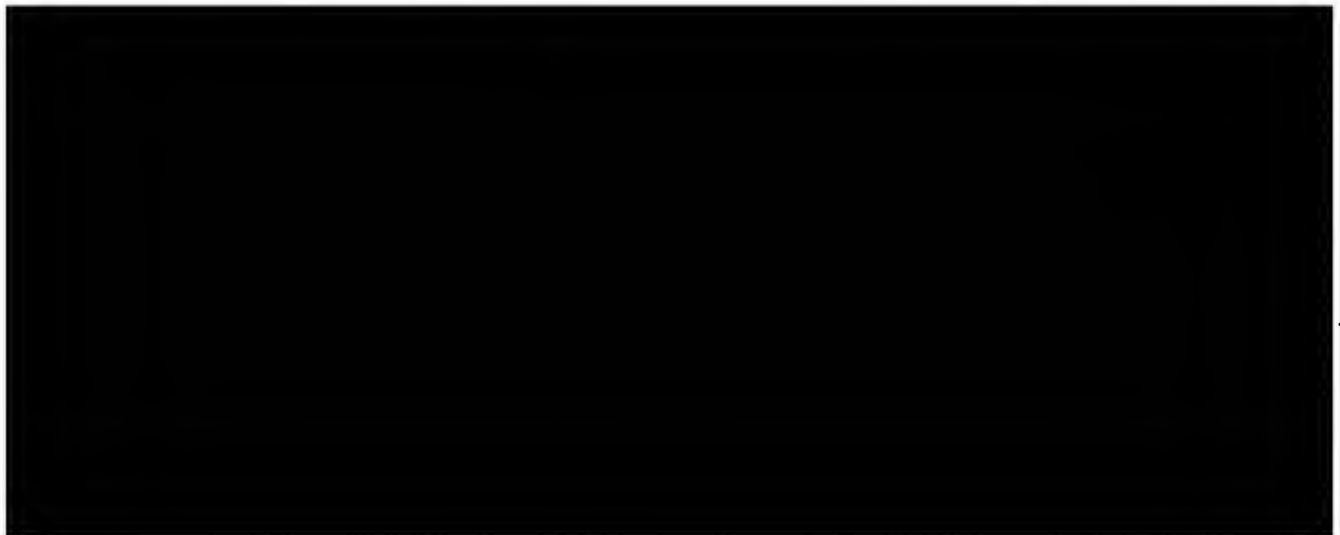
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## Educational Specialist

On 2-3 June 1965, [REDACTED] on instructor training. A brief review of selected instructional techniques was accomplished in the limited time available.

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On 17 June 1965, [REDACTED] attended the luncheon meeting of the D. C. Chapter of American Society for Training and Development (ASTD).

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NO CHANGE IN CLASS. ☒  
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DATE: 20-1-82 REVIEWER: 06199

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[redacted] assured us that administrators can learn and then he directed his remarks to what administrators should learn. He said they should learn how to (a) adapt to new situations and effect self-improvement in the process; (b) teach others, especially the boss; and (c) develop special training programs to facilitate learning at the higher levels. According to [redacted] the manager is imbedded in a difficult environment because he is under pressure from outsiders as well as from insiders, such as the boss and certain subordinates. Consequently, the manager or administrator must learn to live with ambiguity, uncertainty, and risk. [redacted] maintained that the successful administrator mobilizes power by winning over the neutrals, dividing his opponents, and strengthening his supporters.

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How will the administrator learn? [redacted] stressed formal (college-type) training before assumption of responsibilities or pre-entry training (part-time residential courses). In his closing remarks, [redacted] characterized the "science of administration" as a discipline just beginning to crawl, and he said it will fall on its face sometimes.

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